

FALL 2016



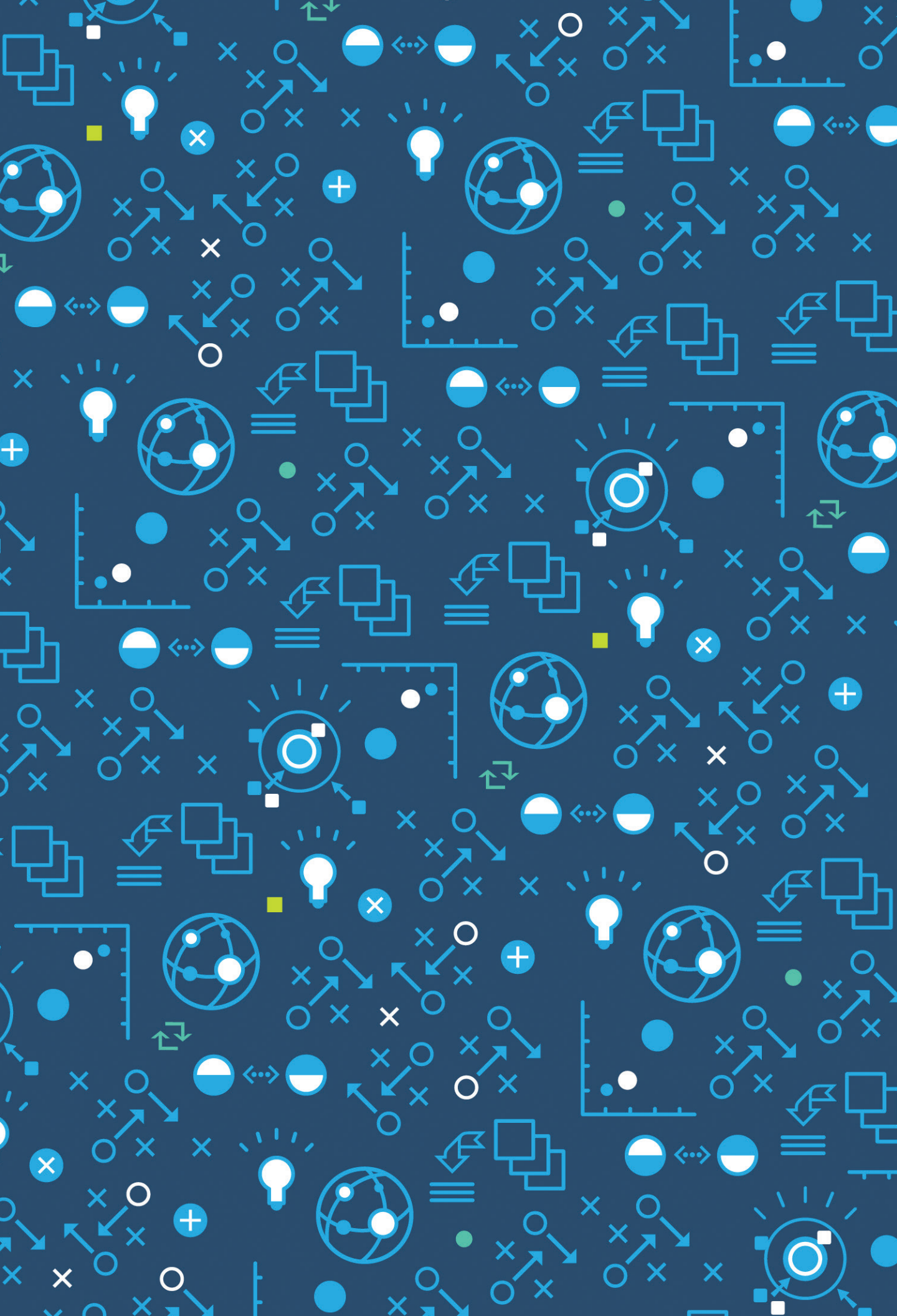
# **Employer Best Practices Playbook**

## INTEGRATING YOUNG TALENT INTO YOUR WORKPLACE



NYC Center for  
Youth Employment  
A PROJECT OF THE MAYOR'S FUND TO ADVANCE NYC





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## Dear Friends,

When my Administration created the NYC Center for Youth Employment in spring 2015, we set the goal of supporting at least 100,000 jobs, internships, and mentorships per year by 2020 for New Yorkers ages 14 to 24.

Since the Center's launch, we've seen robust growth in both summer and year-round work opportunities for our City's rising workforce. We're committed to continuing that progress, and to ensuring that each of these opportunities helps participants gain experience, add skills, and advance toward great jobs and family-supporting careers.

Fulfilling that commitment means working not only with youth and young adults, but also with the businesses that ultimately will hire them to meet their own evolving talent needs. Without a stronger partnership with the employer community, we won't be able to expand or improve the system of youth workforce services.

Since the Center began its work, we've heard from many New York City employers that are enjoying great success in working with youth as interns and entry-level hires. We've also talked with many other firms that are open to trying out young workers, but aren't sure how to bring them onboard, give them assignments or supervise them.

The Center created this Employer Best Practices Playbook to collect and share the effective strategies of local employers in utilizing young talent, at every step from recruitment to evaluation. The firms interviewed for this Playbook range in size from a handful of workers in one location to tens of thousands spread across the City and far beyond, and in areas of focus from technology and finance to education and nonprofit services.

What these employers have in common is a commitment to giving our youth a chance, and a belief informed by experience that they themselves benefit from doing so. The Center has created this Playbook to share their practices in a format that's easy to grasp and implement. Our team is here to follow up with customized support and training.

As this work continues over the next several years, we look forward to partnering with you to expand opportunity for young New Yorkers, utilizing their energy and talents to strengthen our City's economy and communities.

A handwritten signature in black ink that reads "Bill de Blasio". The signature is written in a cursive, flowing style.

**Mayor Bill de Blasio**

## Dear Fellow New Yorkers,

When we launched the Center for Youth Employment in May 2015, we set out ambitious goals to provide career exposure and experiences for thousands of young New Yorkers. We believed that the key to success would be working with the private sector to harness opportunities and connect our companies to the diverse talent that we have here in our City.

We are pleased to present this Best Practices Playbook, a resource developed for employers that shares the successful tools and strategies employers across the five boroughs have used to deliver great results for their own companies, as well as transformati-  
formational experiences for the young adults involved.

From my own experience as President and COO of Haskell Jewels, I know firsthand what a positive impact young talent can make. Each year, the interns we brought onboard from New York City schools provided a deep resource to draw upon. Their creativity and energy helped drive our growth, but the experience was not without its challenges. For a busy company, finding and hiring young people takes time and resources, and developing a quality experience for a young person that delivers real results for the business is a must. These are the realities and shared experiences that we've heard from dozens of employers as we developed this employer playbook—and we hope the lessons and strategies here help you better utilize our local talent looking for that one great opportunity to shine.

The Mayor and First Lady are committed to expanding opportunity for all New Yorkers, starting with the young people who will drive our economy for decades to come. We know that connecting them to early work experiences has powerful positive effects on their subsequent employment and earning power. This Playbook can help businesses see the other side of the story—that utilizing the talents of youth is also a great way to strengthen their bottom line and workplace culture.



**Gabrielle Fialkoff**

Director, Mayor's Office of Strategic Partnerships



INTRODUCTION

# **Why Internship**

**At first, it was a challenge to get the full-time staff at the agency to understand the importance of working with high school students or college freshmen, because they were used to working with older college students. But when they started to manage the Ladders for Leaders interns day-to-day, they were usually blown away by the capabilities of these young people.**

Tasha Gilroy, Y&R

### **The benefits of internship and employment**

Opportunities for youth and young adults are easy to grasp. They offer critical pathways to helping young people obtain early work experience and develop skills that are necessary for future employment and long-term economic advancement. These experiences also allow young people to explore career options, learn about work culture, build professional networks, and develop skills, while earning a paycheck or academic credit.

Less well understood is what employers get out of it—though that's beginning to change, as more employers come forward to make a strong case for the value of hiring young workers for both the short- and long-term.<sup>1</sup> Youth and young adults bring energy, creativity and a high comfort level with emerging technologies into almost any workplace. Additionally, youth can diversify a company's workforce and energize existing staff to act as formal and informal mentors. Employers that consistently harness the skills and enthusiasm of their younger workers aren't just delivering an experience of great value for those young adults—they're seizing a competitive advantage for themselves.

The NYC Center for Youth Employment (CYE) has developed this Employer Best Practices Playbook to collect and codify the strategies and practices of these employers. The Playbook helps guide and support organizations new to hiring or hosting youth and young adults through every step of the process, from interviewing and hiring interns and

young workers to project planning, supervision and evaluation. It provides a viable set of strategies to support high quality work experiences, useful for employers of all sizes and in virtually every industry represented in New York City.

While test-driving potential career paths, interns can add value by carrying out projects focused on administrative or clerical responsibilities and real-world problem-solving in advertising, tech support, finance, and customer service. Some interns or short-term hires might be simply looking for an interesting summer experience that provides some spending money; others come to their positions hoping to convert the opportunity of an internship into a longer-term employment relationship. Employers have the same range of motivations—and the Playbook is designed to help ensure a positive experience regardless of what both parties want to achieve.

Over the past six months, CYE interviewed dozens of employers and convened stakeholders who host high school and college-age interns, from both publicly supported programs such as Ladders for Leaders, the Young Adult Internship Program and Summer Youth Employment Program, and independent internal company programs. We talked with start-ups, large corporations, small businesses, and community-based organizations, working in industry sectors including financial services, information technology, advertising, retail, non-profit, telecommunications, and law.



# WHAT YOUNG TALENT CAN OFFER



I. See for example Making Youth Employment Work: Essential Elements for a Successful Strategy. 2015. U.S. Chamber of Commerce Foundation., and Foggin, M., Frye, C., Lee, M. and Zucker, S. 2012. Going Beyond the Bottom Line: Employer Perspectives on the Young Adult Workforce Development System in New York City. JobsFirstNYC.

Responses varied by size and sector on questions like how many interns an organization could comfortably host, whether interns worked in one department or several, and the nature of their work tasks and supervision. But on many points, those interviewed were strikingly consistent. They praised the high energy and enthusiasm interns typically bring to the workplace. Many cited the important role of partner organizations in helping match them with intern talent. And almost all noted the importance of providing orientation, preparation and training, ongoing supervision, mentoring and support.

What employers seek to get out of the internship can inform the decisions that follow about program structure, level of investment, approach to recruitment, and how best to manage and provide support.

When thinking about engaging youth and young adults in internship or other work experiences, the first question is what you hope to gain. **The employers we spoke with highlighted the three primary motivations illustrated below.**

This Playbook presents tools and resources to create a productive work experience for young people and employers. The following sections—on interviewing and hiring, onboarding and orientation, project planning, supervision, and evaluation—highlight the takeaways for organizations new to this work, and include sample tools to use. Each features real world insights and anecdotes from the employers we spoke with.

# THREE PRIMARY MOTIVATIONS

## 1 Pipeline and Adding New Skills

- Employers are looking to ensure a steady flow of young talent to keep their organizations thriving as large numbers of Baby Boomers approach retirement age
- As focus on succession strategies varies from senior management to technical staff, different internship and hiring programs can meet those needs
- Technology change can be another motivation to bring in a younger cohort of workers

## 2 Strengthening Organizational Culture

- Some staff are motivated by working with enthusiastic younger colleagues
- More experienced workers appreciate the chance to pass along knowledge
- Interns can give younger full-time workers their first supervisory experience

## 3 Giving Young People a Chance

- Many current professionals started as interns and want to pass along the opportunity
- Creating internships or hiring youth can show commitment to a community
- Younger workers also can add a helpful perspective in targeting new markets and understanding customers



GETTING STARTED

# Recruiting and Interviewing

**We look for people who we think can learn quickly. A lot of times we've hired interns with one project idea in mind, and then they have to come in and learn some new domain or language in a few weeks.**

John Martin, Verizon

## Your Takeaways

- ❑ **What your intern will do, and what qualifications s/he will need to do it**
- ❑ **How you can identify and recruit potential interns**
- ❑ **How to structure the interview process**
- ❑ **Whether or not to work with a partner organization to find and prep potential interns**

**In many respects, bringing on an intern is** no different from adding any other new worker. As with any hire, the level of skill that employers are looking for in prospective interns will vary by how they plan to utilize them: a prospective software coder will be expected to demonstrate greater proficiency than, say, someone whose responsibilities might include supporting a company's marketing department.

In either case, the first step is usually to develop a job description. Organizations then either post the opening and conduct recruitment, interview and hiring processes, or work with nonprofit partner organizations to manage the recruitment process and refer prospective candidates.

Not surprisingly, larger firms tend to utilize more involved screening and recruitment processes. At **AOL.**, most candidates first speak with a company recruiter by phone. Questions cover both specific job functions and some behavioral queries to gauge attributes such as communication skills, motivation, and ability to collaborate. Intern candidates who pass that initial screen may only meet one or two team members, while candidates for full-time positions can meet eight or more as part of the process. AOL. recruits through tools such as LinkedIn and other job search platforms, as well as meet-ups, conferences, and traditional job fairs.

# INTERNSHIP RECRUITMENT PROCESS

## Establishing requirements and responsibilities in a job description

- ☐ Include a brief overview of the company (mission, core values, and other relevant information)
- ☐ Include job title, responsibilities and tasks, qualifications and skills required, and broad sense of compensation (salary/benefits)

## Recruiting and screening internally or via partner organizations

- ☐ Decide if you have the capacity to recruit and screen candidates internally, or if you should work with a partner

## Interviewing candidates

- ☐ Talk candidly with prospective interns about the internship role
- ☐ Ask them about their interests, skills, and future goals
- ☐ Aim to get a sense of their communication and interpersonal skills

Two consistent themes of the employers we spoke with about their interviewing processes were the importance of enthusiasm and energy on the part of potential young adult workers, and how well they're likely to fit with the culture of the employer. **CULTURAL COLLABORATIVE JAMAICA**, a community-based organization in southeastern Queens that promotes cultural arts, development

and community involvement, uses a unique interviewing practice: former interns interview new prospective interns and advise the executive director on whether or not the candidates will be a good fit. The executive director shared that her former interns often have better insight into the best candidates than she does.



## WORKING WITH PARTNERS: RELATIONSHIPS, MENTORING AND SUPPORT

Many employers work with nonprofit partners to identify, interview, and prepare youth and young adults for internships. These partners help youth forge relationships with employers, mentor youth and provide ongoing support to youth and employers.

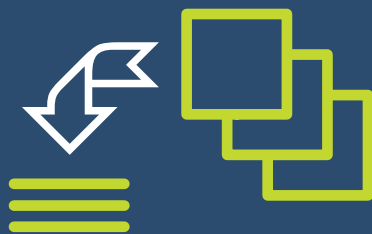
Working through a partner makes the most sense for employers that are interested in engaging youth but are uncomfortable managing a full recruitment process. In the case of New York City's Ladders for Leaders program, contracted service providers recruit, screen and prepare prospective interns, then match them with host employers who interview multiple candidates and offer internships to their top choices.

Beyond the Ladders program, **MANHATTAN TECH SUPPORT**, a mid-sized IT support company, utilizes Per Scholas, a nonprofit

organization that trains IT support workers, to vet resumes, identify candidates and arrange interviews with the company's IT Services Manager. **KPMG** also works with several partner organizations, such as NAF, Opportunity Network, Step Up Women's Network, and PENCIL, to identify candidates for its high school intern program, with a preference for high school juniors with an interest in finance. A number of employers, including Staples, the NYC Department of Education, Beth Israel Medical Center, the Brooklyn Children's Museum, childcare centers, and animal shelters, work with **CHINESE-AMERICAN PLANNING COUNCIL (CPC)**, a nonprofit community-based social services organization. These groups support both interns and employers through pre-internship orientation as well as regular check-ins after interns are placed. ■

# **Sample** **Interview** **Questions**

- ❑ **Tell me a little bit about yourself.**
- ❑ **What skills and experiences would you bring to the position?**
- ❑ **Tell me about your previous work experiences. What did you like best? What was most challenging?**
- ❑ **Tell me a little bit about your coursework. How is it relevant to this internship?**
- ❑ **What do you know about the industry?**
- ❑ **What do you know about the company?**
- ❑ **Why are you interested in this position?**
- ❑ **How does this position fit into your future career goals?**
- ❑ **What questions do you have?**



PREPARING YOUR TEAM

# Orientation and Onboarding





## Your Takeaways



- ❑ **What organizational/ company information your intern will find most useful during the internship**
- ❑ **Which team members your intern will interact with during the internship**
- ❑ **What work space, tech support and supplies your intern will need**

**Setting the right tone at the beginning of** a work experience can make a big difference. Most employers and/or nonprofit partners provide orientation and training to new hires as part of their onboarding process. This includes informing interns about the mission, history, values and culture of the company. They also share information with interns about career pathways, opportunities within the organization, and the industry. For example, during orientation at **Y&R**, interns are provided an overview of the agency, its history and a glossary of terms.

A typical orientation process might include formally introducing the intern to staff, either in a meeting or as the supervisor takes the new worker on a tour of the facilities. **SWISS POST SOLUTIONS**, a nationally recognized internship trainer, distributes an internship handbook that includes a short organizational history, staff directory, policy and procedures for the company, helpful tips for new interns and more. Swiss Post also pairs each new intern with a mentor who serves as counselor, guide and coach as the intern's training continues.

# Sample Orientation Schedule

KPMG provides a one day orientation for interns that includes an overview of the firm’s structure and leadership, resources, day-to-day operations and expectations. This orientation provides an opportunity for interns to get to know one another and meet with KPMG staff. See sample orientation agenda below.

9:00 – 9:05 a.m.	Welcome to Company: Facilitator self introduction Opening Video: “Introduction to Company”
9:05 – 9:20 a.m.	Local Office Leader Welcome & Introductions: local office leader
9:20 – 11:30 a.m.	Today’s Objectives & Expectations Our Vision and Overview of Firm Structure & Leadership Our Values, Code of Conduct, Professional Standards and Independence Break Navigating Firm Resources: Time & Expense Reporting Requirements Understanding your Benefits and How to Enroll Business Casual/Dress Guidelines Q&A
11:30 a.m. – 12:00 p.m.	Housekeeping Items <ul style="list-style-type: none"><li>■ Complete I-9 forms</li><li>■ Activate relevant credit or other access cards</li></ul>
12:00 – 1:30 p.m.	LUNCH
1:30 – 2:00 p.m.	<ul style="list-style-type: none"><li>■ Obtain employee access badges</li><li>■ Laptop pick-up</li><li>■ Office Tour</li></ul>
2:00 – 3:00pm	Technology: <ul style="list-style-type: none"><li>■ Laptop distribution and setup (Quick Reference Cards)</li><li>■ Voicemail: Facilitator discussion and Quick Reference Card</li></ul>
3:00 – 3:15p.m.	BREAK
3:15 – 4:00 p.m.	<ul style="list-style-type: none"><li>■ Local Office Operations Services Presentation: Facilitator discussion</li><li>■ Firm Security : Facilitator discussion and video</li></ul>
4:00 – 4:30 p.m.	Closing: Facilitator discussion and video <ul style="list-style-type: none"><li>■ Next Steps (newcomer checklist, self-study training requirements, Benefits election)</li><li>■ Review expectations for the rest of week</li><li>■ Final Q&amp;A</li><li>■ Follow Company Online (keeping up to date with social media)</li><li>■ “Company Values” video – emphasizes firm’s core values and global attributes; creates and exciting and poignant conclusion to the day</li></ul>
4:30 p.m.	ADJOURN

Source: KPMG



DEFINING RESPONSIBILITIES:

# Planning the Internship

**Our goal was for the students to complete projects that created real value for the company. The hiring managers developed project plans that could be completed in six weeks with specific business outcomes. At the end of the summer, each intern presented their project and what they learned to Medidata's CEO and Co-Founder, Tarek Sherif.**

Susan Hailey, Medidata

## Your Takeaways

- ☐ The intern's scope of work
- ☐ How intern projects will benefit your organization
- ☐ What the intern will gain from the project
- ☐ The right balance between predetermining the project and intern input into how to complete the project

**Whether an organization hires an intern** with an eye toward a possible long-term employment relationship, or just wants extra hands to get work done, well-structured and supported project plans can help ensure a positive experience for both parties. In thinking about intern assignments, employers should consider what skills are required to begin and complete a project, how best to provide appropriate supervision, and what resources and/or training interns will require.

Employers often structure project plans to match the age and abilities of an intern and the length of the internship. Interns might work individually or in teams, and within one department or several. Employers interviewed discussed their experiences with high school students, college students and young adults not in school.

Larger companies we spoke with have built out detailed processes for project planning. For example, at **VERIZON**, hiring managers develop descriptions for intern projects well before the interns come onboard, and a central team then determines project details. As interns' start date approaches, managers later adjust assignments and plans based on whether the company's needs have changed, as well as the capabilities of the interns who will be doing the work.

**MEDIDATA SOLUTIONS**, a computer technology corporation that provides cloud-based software and solutions for Life Sciences Clinical Trial development, hosted Ladders for Leaders interns for the first time in 2015. In preparation, senior staff engaged hiring managers in various departments, encouraging them to think of projects within interns' abilities that also would add real value to the company. For example, the company's head of security identified

a project focused on setting up and securing satellite phones for executives—a meaningful piece of work, but not a top priority, and challenging but not impossible for a skilled young adult to execute. To help structure the experience, interns were asked to prepare a presentation at the end of the program to talk about what they had done and learned.

For smaller companies, project planning may be less extensive simply because interns might be asked to do virtually everything. At **JUST-TECH**, a small IT firm, after some training and depending on

performance, interns work directly with clients alongside another co-worker or potentially on their own. **LAURA DEVINE ATTORNEYS**, a law practice with fewer than 20 employees that has worked with Ladders for Leaders for several years, develops a plan for interns based on its needs at the time. The firm has separate UK and US immigration teams, as well as a visa courier service in its New York office. Interns may have an opportunity to assist with one or both teams and/or the visa service, gaining valuable experience on domestic and international fronts.



## BUSINESS CHALLENGES

Many employers engage interns to come up with creative solutions to real-world business problems. At **MASTERCARD**, interns work on a short-term (six weeks) challenge identified by business units in the company. For example, in 2015 the company's credit business division was focused on five specific demographics, including working mothers and empty nesters, and came up with the following challenge for interns: "Identify a need for the target market of your choice, and create a product or solution

with an accompanying marketing plan which would solve this need."

Interns conducted research on those demographic groups, received guidance from mentors, and ultimately presented products and services that could improve this consumer experience. The intern team that developed the winning idea—a mobile phone app to schedule activities and deliver related coupons—ultimately elected to patent their idea. ■



ADDRESSING CHALLENGES

# **Supervision and Troubleshooting**

**We don't like to micromanage here; we give interns the freedom to grow and develop. There's probably a bit more contact and supervision with the younger interns. It's a small office space and you can see everybody, so it's a good setup in that respect for supervision.**

Jennifer Stevens, Laura Devine Attorneys

## Your Takeaways

- ❑ **Who will supervise the interns**
- ❑ **How you should orient and train supervisors**
- ❑ **The responsibilities of a supervisor**

**For interns and other young workers, the** supervisor will wield enormous influence on the quality of the experience. An effective supervisor supports workers as coach, advocate, and mentor; a poor supervisor might be the reason a young worker moves on.

Supervisors must recognize and ensure that experiences and expectations are appropriate for interns' age and development. As one executive explained, "A millennial intern is very different from a full time employee. The amount of time required to manage this person appropriately is very different. There's going to be a lot more questions, a lot more hand-holding, and supervisors need to know that."

Some companies offer training to intern supervisors. For example, managers at **MASTERCARD** participate in training sessions before working with interns. Before the interns begin, human resources campus program managers meet with staff who will manage interns to ensure they are clear on expectations

and have a sense of how to supervise an emerging professional appropriately. Particularly for first-time intern managers, the chance to review and learn from more experienced colleagues is useful in thinking through how to utilize and support a young worker who will be on hand for ten weeks. The company also assigns each intern a "buddy"—a near-peer mentor in age and experience, who can help them out by answering questions, connecting them to colleagues in the firm, and providing general guidance. In addition, interns have a senior mentor providing them support around managing priorities, time management and teamwork.

**At KPMG**, each intern has a manager who oversees day-to-day work. Managers provide a one-day orientation at the outset of the program, and meet each Friday with all interns in addition to one-on-one check-ins. These weekly meetings provide a good opportunity for interns otherwise scattered across a large company to network and interact.

# SUPERVISOR RESPONSIBILITIES

Supervisors are responsible for managing interns day-to-day and monitoring their progress.



Interns at smaller organizations might get direct supervision from the company’s leaders. At **JUST-TECH**, the co-founder works with interns directly on being professional and how to handle challenging questions and situations on the job.

## Rules of the Workplace and Setting Limits

Sometimes challenges come up during a young person’s work experience. The position may not be

the right fit or inappropriate behavior may be an issue. Employers and partners must be prepared to address problems as they arise. As is true of all employees, interns should be aware that there are consequences to their actions. Clearly communicating expectations regarding professional conduct at the start of an internship, and being available to discuss issues when they surface, can help address potential concerns.



# Sample The Rules of the Workplace

Youth and young adults often need to be told things about the workplace that you probably assume “everyone knows.” Here are some questions you may need to answer—even if interns don’t ask them:

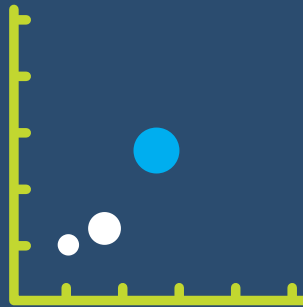
- ☐ Who depends on the work I do?  
What happens if I don’t produce?
- ☐ What is the value of working quickly?
- ☐ What happens if I have more than one supervisor? If my supervisor changes?
- ☐ What is the dress code?
- ☐ Do I need to sign in? Punch in?
- ☐ What should I do if I can’t make it to work?
- ☐ How much time can I spend on my lunch break?
- ☐ What are the rules concerning personal phone calls?
- ☐ What should I do if I have completed a task and no further task has been assigned to me?

## Give Feedback

Interns need to hear you say how they’re doing. Like other workers, they thrive when they know their efforts are valued, even if they don’t succeed in everything they do. That is why it’s important to give them feedback, to identify their strengths and talents, to help them accept mistakes as part of the learning process, and to encourage them to persist and master new skills.

# Sample Valuable Tips for the Supervisor

- ❑ Orient the intern to the mission and culture of the organization
- ❑ Communicate job objectives and assignments to the intern
- ❑ Golden rule: keep interns busy. There is nothing quite so demoralizing to an intern as slack time with no work assignments
- ❑ Offer a variety of experiences with enough time to develop proficiency in each task
- ❑ Identify developmental opportunities to strengthen and enhance the intern's skills and performance
- ❑ Ensure a clear channel of communications between the students and direct supervisor through regular contact and monitoring the intern's fulfillment of his/her responsibilities
- ❑ Help the intern to establish a comfort level in the work environment
- ❑ Include the intern in meetings with internal and external resources (i.e. staff meeting, project/program meetings, local professional organizations)
- ❑ Encourage the intern to give a presentation at a staff meeting or department meeting
- ❑ Provide information to the intern on career paths and opportunities with the organization and other related organizations
- ❑ Give interns the opportunity to share with each other their impressions and experiences about the organization
- ❑ Provide formal feedback on performance, skills, strengths and areas that need improvement



WRAPPING UP

# Evaluation and Reflection



## Your Takeaways



■ **How you can evaluate the performance of the intern and the supervisor**

■ **How to assess the quality of the internship experience**

**Thoughtful evaluation and assessment of** performance during an internship can offer valuable feedback and another aspect of an authentic workplace experience for interns. The stakes for interns can vary, from simple (but useful) feedback on strengths and areas in need of growth and improvement, to possible part-time or full-time employment based on performance. Common formal and informal evaluation practices include check-in meetings throughout the internship with supervisors, standardized written assessments, and presentations to coworkers, fellow interns and supervisors at the conclusion of the internship.

Most employers we spoke with tended to take a more formal approach to evaluation that reflected its significance in subsequent hiring decisions. **VERIZON** evaluates its interns using a standard interview document with a series of questions

provided in advance. For example, interns are asked to tell their supervisor/interviewer about a time when they encountered resistance while working on a group project. Interns are evaluated on a 1-to-5 rating system, with scores informing whether or not the company will extend a job offer beyond the internship.

Interns at **LAURA DEVINE ATTORNEYS** complete an appraisal form and self-assess their progress in understanding different areas of legal knowledge, technical skills, and teamwork. Supervisors then gather input from all staff, sit down with the intern, and share the feedback that everyone has provided. Through this approach, interns get a taste of a 360-degree evaluation process that is used in many companies. This also informs whether or not the firm elects to invite an intern back the following year, or to apply for a full-time role.

# Sample Evaluation Template

Complete this performance evaluation of your intern’s performance and review the evaluation results with them.

Intern Name

Site of internship

Intern's on-site supervisor

Evaluation form key	
1-unsatisfactory   2-needs improvement   3-satisfactory   4-above average   5-outstanding	
	<b>Work Habits</b> —Displays a positive, cooperative attitude toward tasks and work assignments
	<b>Communication Skills</b> —Expresses ideas clearly both speaking and in writing, listens well and responds appropriately to workplace requests.
	<b>Dependability</b> —Understands expectations of timeliness for task completion. Adheres to time frames and is punctual in completing assignments.
	<b>Cooperation</b> —Works well with co-workers and supervisors. Demonstrates consideration; rapport and helpfulness.
	<b>Initiative</b> —Seeks and assumes greater responsibility. Seeks out information to improve skills and performance.
	<b>Adaptability</b> —Adjusts to changes in tasks and responsibilities. Accepts new ideas and responds appropriately to constructive criticism. Completes projects fully even when undesirable or unpleasant.
	<b>Judgement</b> —Effectively analyzes problems; determines appropriate, timely, and decisive actions; thinks logically. Resolves conflicts with persons of authority, co-workers and customers in the appropriate manner.
	<b>Attendance and Punctuality</b> —Consider number of absences, lateness. Calls supervisor when absent or late. Takes and returns from breaks as scheduled.
	<b>Planning and Organizing</b> —Plans, organizes and carries out assignments; coordinates with others; establishes priorities; effective time management.
	<b>Leadership Skills</b> —Demonstrates effective leadership abilities; gains respect and cooperation; inspires and motivates peers.

Evaluator Signature

Date

Intern Signature

Date





# APPENDIX A:

## New York City Internship Programs

### NYC Ladders for Leaders

The NYC Ladders for Leaders program, a component of the Summer Youth Employment Program (SYEP), provides professional internships to NYC youth between the ages of 16 and 22. Applicants must be enrolled in high school or college and maintain at least a 3.0 grade point average, and have had previous work experience. Selected participants engage in 30 hours of pre-employment training designed to teach essential workplace readiness skills and business etiquette and are then sent to interview with host employers. In 2015, 35 percent of Ladders participants were offered ongoing employment after the conclusion of the internship.

### Summer Youth Employment Program

The Summer Youth Employment Program (SYEP) provides New York City youth between the ages of 14 and 24 with paid summer employment for up to six weeks in July and August. Participants work in a variety of entry-level jobs. SYEP also provides workshops on job readiness, career exploration, financial literacy and opportunities to continue education and social growth.

### Young Adult Internship Program

The Young Adult Internship Program provides job-ready 16–22 year-old young adults who are not working and not in school, placement into a short-term internship opportunity. Funded through the Mayor’s Center for Economic Opportunity (CEO), the program offers 14 weeks of paid orientation, training and work followed by nine months of follow-up services and assistance with placement into permanent jobs, training programs and educational opportunities.

### Work, Learn & Grow Employment Program

The Work, Learn & Grow Employment Program (WLG) is a New York City Council funded initiative designed to build off of the experiences gained in the Summer Youth Employment Program (SYEP). WLG provides SYEP participants who are between the ages of 14–24 and currently in-school with career readiness training and paid employment opportunities for up to twenty-five weeks from October to April. WLG career readiness training includes such topics as career exploration, financial literacy, conflict resolution, resume/cover letter development and opportunities to continue education and social growth.

**For more information about any of these programs, please visit the  
NYC Department of Youth and Community Development online at [www.nyc.gov/dycd](http://www.nyc.gov/dycd).**

# APPENDIX B:

## Sample Job Description

**Position: Marketing Assistant**

**Location: New York, New York**

**Term: 6 week internship**

**Start: July**

About Us: XYZ Company is an international creative agency. We are looking for interns who have a desire to learn about Marketing, Social Media, Public Relations and Sales.

**The main responsibilities are:**

- Assist new business team in preparation for business development meetings and follow-ups
- Research target clients and keep our existing client database up to date
- Update and design marketing collaterals; assist with management and upkeep of marketing and promotional materials
- Help with preparation of website projects and case studies
- Support execution of social media strategy and generate content for Instagram and Facebook
- Propose and lead content generation for weekly blog posts
- Stay on top of industry trends by contributing to weekly company newsletter
- Attend industry events with the team

**Personal skills and attributes:**

- 0-1 year of experience (including internships) in a junior level position with strong communication skills and attention to detail
- Excellent computer and time management skills
- Outgoing personality, problem solver and self-starter
- Quick learner, highly motivated, resourceful and well organized



Download this and other examples from our website at: [www.cye.cityofnewyork.us/employerplaybook](http://www.cye.cityofnewyork.us/employerplaybook)



# APPENDIX C:

## Sample Job Description

**Position: Retail & E-commerce Assistant**

**Location: New York, New York**

**Term: 12 weeks**

**Start: May**

About Us: XYZ Company is a womenswear and accessories brand. We take inspiration from modern art and streetwear and combine it with an emphasis on tailoring and the use of premier quality fabrics. We are seeking to hire an intern within our Retail and E-commerce team.

**The main responsibilities are:**

- Manage XYZ website and conduct weekly website quality control (including bug fixes, etc.)
- Coordinate RTW and accessory photo shoots with PR and photography departments
- Support e-commerce and Retail Managers in the preparation for shoots
- Manage all customer service inquiries
- Prepare for and input all markdowns for both Retail and E-commerce
- Assist E-commerce and Retail managers in implementing strategic projects
- Draft weekly sales and inventory reports
- Monitor industry landscape and develop analysis regarding new trends and competitor performance
- Attend company and industry events

**Personal skills and attributes:**

- 2 years of experience (internships included) working in retail or ecommerce preferred
- Team player with a desire to learn, positive attitude and enthusiasm
- Strong computer skills, including Microsoft Office suite and Photoshop
- Proactive and willing to take the initiative
- Confidence to learn in a fast-paced environment
- Excellent organizational skills and very strong attention to detail
- Excellent written and verbal communication skills



Download this and other examples from our website at: [www.cye.cityofnewyork.us/employerplaybook](http://www.cye.cityofnewyork.us/employerplaybook)

# APPENDIX D:

## Sample Job Description

**Position: Procedures Analyst**  
**Location: New York, New York**  
**Term: 12 week internship**  
**Start: June**

About Us: XYZ Company is a leading technology company whose software platform enables and optimizes online advertising. We are looking for a summer intern to join our team in supporting our customers on the XYZ platform.

**The main responsibilities are:**

- Learn and implement policies and procedures
- Provide support on projects and operations that improve XYZ’s processes and procedures
- Review client advertisements and websites to identify any potential issues
- Proactively communicate any current or potential issues to Project Manager
- Research current landscape and keep up to date with typical industry policies
- Support Project Manager in the execution of special client projects

**Personal skills and attributes:**

- Proficient with Microsoft Excel and PowerPoint
- Ability to learn quickly
- Exceptional organization, time management and problem solving skills
- Proactive and willing to take the initiative
- Strong attention to detail
- Collaborative teamplayer with a positive attitude
- Customer service mindset and willingness to go the extra mile to address a challenge



Download this and other examples from our website at: [www.cye.cityofnewyork.us/employerplaybook](http://www.cye.cityofnewyork.us/employerplaybook)

# APPENDIX E:

## Sample Job Description

**Position: Graphic Design Assistant**

**Location: New York, New York**

**Term: 12 week Internship**

**Start: May**

About Us: XYZ Company is an international menswear specialty retailer. We are seeking a highly motivated individual to support our Graphic Design team.

**The main responsibilities are:**

- Assist the design team with image research, file preparations, type and layout exploration
- Collaborate with design team to create and execute layouts and typography for monthly print catalogs
- Help to keep inspiration walls updated and prepped for presentations
- Reach out to copywriters and merchandisers to ensure content for each catalog is correct
- Assist the design team with managing product for stills photography prior to photo shoots
- Stay abreast of latest trends and contribute to conceptual development and planning for future seasons

**Personal skills and attributes:**

- 1-2 years of experience in retail and graphic design (including internships)
- Creative with a clear understanding of design principles and typography
- Ability to learn quickly and to effectively prioritize workload to meet deadlines
- Excellent organization and strong attention to detail
- Proactive and willing to take the initiative
- Strong collaborative and interpersonal skills



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# APPENDIX F:

## Sample Job Description

**Position: Talent Acquisition Analyst**

**Location: New York, New York**

**Term: 12 week internship**

**Start: May**

About Us: XYZ Company is a national diversified television broadcasting company. We own and operate, program or provide services to 300 stations located in 50 geographically diverse markets. We are seeking an intern to join our Talent Acquisition team this summer.

**The main responsibilities are:**

- Support Talent Acquisition team with program planning, day one onboarding, interview scheduling and various other tasks related to hiring and onboarding new employees
- Learn about company policies regarding compensation, benefits administration and employee engagement
- Help prepare job description library and assist in preparing job descriptions not yet created
- Participate in brainstorm sessions with Talent Acquisition team to identify strategies to bring new employees into the business and set them up for success
- Maintain the recruitment database

**Personal skills and attributes:**

- Basic Microsoft Office skills, particularly Excel and PowerPoint
- Demonstrate a sense of urgency and ownership
- Great attention to detail
- Team player who enjoys working in a collaborative environment to achieve results
- Strong verbal and written communication and follow up skills



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# APPENDIX G:

## Sample Learning Focused Job Descriptions for High School Students

### **Position: Product Assistant**

**Location: New York, New York**

**Term: 6 week internship**

**Start: July**

About Us: XYZ Company is a leading global provider of technology solutions for clinical research. Our clients include: pharmaceutical companies; biotech, diagnostic and device firms; and academic medical centers. We are seeking an interns to assist our Product team with software development, product management, business analysis, product-usage dashboards and other projects.

#### **Through this internship, you will:**

- Learn about software development
- Learn about how product management and business analysts help lead engineers
- Learn about how usage metrics drive business decisions

#### **About You:**

- Interest in technology and business concepts
- Strong analytical skills and an ability to work with concepts and numbers
- Ability to communicate effectively and efficiently—both oral and written
- Curious and a quick learner

### **Position: Finance Analyst**

**Location: New York, New York**

**Term: 6 week internship**

**Start: July**

About Us: XYZ Company is an international language school with translation and TESOL (Teaching English to Speakers of Other Languages) training services. We are looking for an intern to support our Finance department.

#### **Through this internship, you will:**

- Learn about accounting best practices and database management
- Learn the key elements of invoicing, as well as how to document wire and credit card payments
- Learn how to conduct audits and produce financial reports

#### **About You:**

- Interest in accounting, finance or economics
- Possess at least an intermediate level of Microsoft Excel
- Excellent analytical skills
- Curious, highly motivated and resourceful



Download this and other examples from our website at: [www.cye.cityofnewyork.us/employerplaybook](http://www.cye.cityofnewyork.us/employerplaybook)

# APPENDIX H:

## Sample Project Planning Template

### Template: Creating and Planning Projects for Interns

The following template can be used for intern supervisors to develop and implement projects for interns to complete.

#### Project Goals

**QUESTIONS TO CONSIDER:**

- What is the end result of this project for you?
- What will the intern gain from completing this project?

#### Project Skills

**QUESTIONS TO CONSIDER:**

- What skills does the intern need to have in order to complete this project?
- What skills should the intern have prior to starting this project?
- What skills will the intern gain from completing this project?
- What equipment and/or resources will the intern need?

#### Choices for the Intern

**QUESTIONS TO CONSIDER:**

- Can the intern choose how he/she will complete this project or is it predetermined?
- Can more than one approach be used?

### Project Planning

**QUESTIONS TO CONSIDER:**

- What is the timeline for this project?
- What are the major deadlines?
- Is it necessary to set meetings as this project progresses?
- Does the intern have access to all the resources he/she needs (i.e. a computer, a work space, appropriate contacts, office equipment, other staff etc.)?
- How can you make sure your intern is focused on completing this project?

### Evaluation and Project Completion:

**QUESTIONS TO CONSIDER:**

- How will you evaluate your intern's work?
- How will you evaluate your intern's experience?
- How will you evaluate your supervision of your intern?
- Will this project outcome be displayed? Presented?
- Can the intern keep a copy of his completed project?

Source: Adapted from Swiss Post Solutions

---

**Project Title**

---

**Intern**

---

**Intern Supervisor**

---

**Project Completion Date**

---

**Project Goals**

---

**Project Skills**

---

**Choices for the Intern**

---

**Project Planning**

---

**Evaluation and Project Completion**

*Source: Adapted from Swiss Post Solutions*

# APPENDIX I:

## Intern Weekly Journal

As part of your summer internship, you will be required to maintain a weekly journal. Your journal entries should capture your general thoughts/ reactions to your work. It is meant to help you reflect on the relationships between your internship experience, your learning outcomes, your academic life and your personal / professional goals.

### Journal Benefits

- Your journal will provide a “record” of your professional growth and development over the course of your internship.
- This writing exercise will allow you an opportunity to reflect on your experiences with the Company.
- Your journal content should be thoughtful, detailed and honest as it allows you to draw parallels between your high school course work and your experiences here.

### Journal Writing Tips

- Please be consistent with your journal entries. Set aside a regular time each day (or week), to devote to your journal writing.
- Please be sure to keep your journal entries in a private place. Since you will be recording your own private thoughts and observations, you do not want co-workers accessing your material, intentionally or accidentally.
- Your journal is a great place to record the name and pertinent information of contacts you make during your internship.

### Confidentiality

Please be aware that your journal entries will be kept confidential and read only by Global Human Resources. Your suggestions and feedback will assist us in strengthening our Company internship programs going forward.





---

**1. Briefly describe some of the project(s) and related duties you worked on this week. List:**

---

**2. What did you learn or observe during your time here this week?**

---

**3. Describe one job, person or department at your workplace that you would like to know more about. Why?**

---

**4. Discuss the academic knowledge that you are receiving in school and how it is useful to you in your internship experience.**

---

**5. What were the peak experiences of the week—your sources of satisfaction and achievement?**

---

**6. What kind of hindrances made it difficult to perform your job effectively this week? What changes would you make to overcome the hindrances?**

---

**7. What was expected of you this week in your internship? Write down clearly the goals you set for yourself and how you did or did not meet your intended objectives.**





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